



SECRETARY OF THE AIR FORCE
WASHINGTON

FEB 28 1995

MEMORANDUM FOR ALL AIR FORCE PERSONNEL

SUBJECT: Discrimination and Sexual Harassment

Every Air Force member deserves the opportunity to achieve his or her own potential, and to work and live in an environment that values human dignity and is free of discrimination. Each one of us, whether military or civilian, plays a key role in creating and maintaining this kind of working and living climate.

Air Force policy on discrimination and harassment is very clear: No amount of any kind will be tolerated. The attached pamphlet is designed to help you translate that policy into everyday reality. It offers practical, plain-talk information on how to recognize problems, how to solve them, and what you can do to be part of the solution.

A quality Air Force is one in which we create the environment which allows each and every member of the Air Force team to achieve their full potential and maximum contribution to the force. To do so, the Air Force must be free of any behavior that hinders performance. Your active support and involvement is required to make this happen.

A handwritten signature in black ink, appearing to read "Ronald R. Fogleman".

Ronald R. Fogleman
General, USAF
Chief of Staff

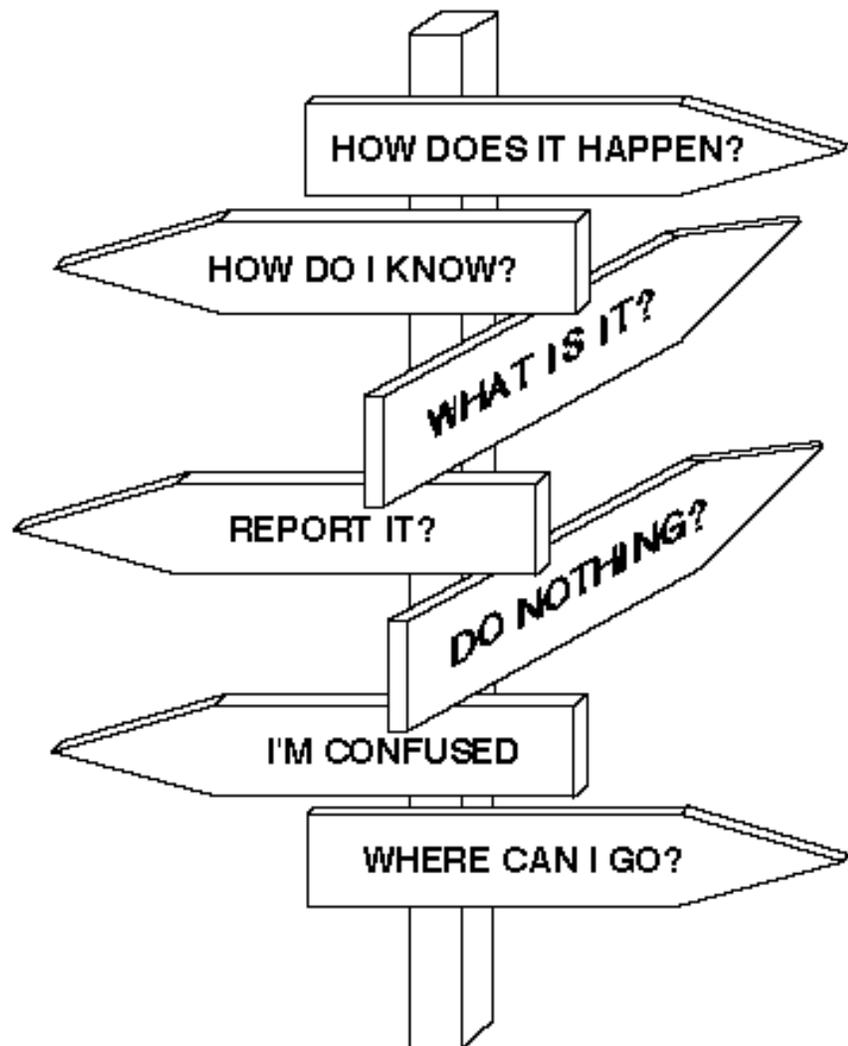
A handwritten signature in black ink, appearing to read "Sheila E. Widnall".

Sheila E. Widnall
Secretary of the Air Force

Attachment:
As Stated

TO REPORT INSTANCES OF DISCRIMINATION OR SEXUAL HARASSMENT, PLEASE CALL
1-800-558-1404 OR DSN 487-7849.

Discrimination and Sexual Harassment



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Discrimination and Sexual Harassment

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Introduction

Human relations complaint and incident rates have been rising in the Air Force since 1984. Events of racial violence, such as those in Miami and most recently in Los Angeles, demonstrate that racial tensions are not going away. The recent focus on sexual harassment has raised attention in this area as well.

The Air Force cannot isolate itself from these societal trends. Despite commanders' involvement and education programs, people will occasionally behave inappropriately. It takes a strong continuing commitment by everyone to minimize these behaviors and their effects.

Every human relations incident—be it racial, religious, or gender-related—detracts from our people's ability to do their jobs to the best of their ability. When you are confronted with such a situation, whether you're the victim, the offender, supervisor, co-worker or commander, you have a role.

Unless the situation is corrected, our ability to perform our mission effectively is diminished greatly. We can not ignore this responsibility.

This pamphlet is designed to help you meet these challenges. It provides insight and guidance for a healthy and productive work environment for all members of the Air Force family. Refer to this pamphlet when you have questions about human relations.



Air Force Policy

The Air Force will conduct its affairs free from unlawful discrimination and sexual harassment. It provides equal opportunity and treatment for all members irrespective of their race, color, religion, national origin, sex, age, or, in the case of civilian employees, handicapping conditions, except as prescribed by statute or policy.

Whenever unlawful discrimination is found, the Air Force immediately eliminates it and neutralizes the effects. Commanders or supervisors who are aware of unlawful discrimination by subordinates but fail to take action may be disciplined. (AFPD 36-27, Social Actions and AFI 36-704, Discipline and Adverse Actions)

Prejudice

People aren't born prejudiced— they are influenced.

Other People

If someone we respect says something about a group, we may accept it as true.

Our Own Experiences

For example, if we have an argument with someone from a different racial group, we may decide that everyone from that group is hard to get along with.

The Media

Television, movies and books can entertain us, but they can also mislead us. For example, many main characters on TV are young, white and male. We may start to think only young, white males do exciting or important things.

Poor Self-esteem

Some people have bad opinions about themselves. To feel more important, they sometimes “look down” on others.

“Seen One, Seen Them All”

Stereotyping is the belief that all people in a group are the same. They can fool people into thinking they know someone, when they don't!

Identify the Problem

Do you know if discrimination and sexual harassment exist in your work environment? Look for the following indicators.

Any of these elements may constitute sexual harassment or discrimination.

Physical Contact

Squeezing a worker's shoulder or putting a hand around his or her waist.

Gestures

Puckering one's lips suggestively or making obscene signs with one's fingers or hands.

Jokes

Telling off-color, ethnic or racial jokes.

Pictures

Pin-ups, particularly those of scantily-clad individuals.

Comments

Generalities that lump one group together and denigrate them.

Terms of Endearment

Calling a co-worker “honey,” “dear,” “sweetheart,” or some similar expression. The effect is the primary issue rather than intent. Even if the person “means nothing to you” or you have “used the term for years,” you should be aware that these expressions are inappropriate.

Questionable Compliments

“Nice legs!” “You look hot in that outfit!” Compliments like these can make individuals feel uncomfortable or worse. Even if the person who received the “compliment” is not disturbed by it, others may be.

Self Evaluation

The military is comprised of people with different backgrounds, cultures, and beliefs. To strive for a more productive work atmosphere, get to know the people you work with and respect their individuality as they should yours. The following can help you get more out of work relationships.

- Does this behavior contribute to work output and mission accomplishment?
- Could this behavior offend or hurt other members of the work group?
- Could someone misinterpret my behavior as intentionally harmful or harassing?
- Could this behavior send out signals that invite inappropriate behavior by others?
- Do I treat people equal regardless of race, gender, religion, etc.?
- Do I care if I offend others?
- Do I really listen when someone tries to tell me something I do not want to hear?
- Do people feel comfortable being honest with me?
- Do my subordinates or co-workers tell me about behaviors that they find oppressive or inappropriate?

Your Role and Responsibility

When a conflict occurs in your workplace, what role do you play? To determine this, ask yourself a set of standard questions. The answers to these questions should help you decide the course of action.

- What happened?
- What was the result of the behavior?
- Did it disrupt the work environment?
- What are my responsibilities?



The Recipient

- Consider using an informal method of resolution if the behavior was minor. Only use this method if you feel it will permanently stop the offensive behavior without reprisal and you feel the offender should be given a chance to change.
- Consider formal channels if the incident and behavior is serious, absolutely unacceptable, or repeated (especially after telling the offender to stop). Serious behaviors may include: asking for sexual favors in return for a good performance appraisal; making supervisory decisions because of a person's

race or gender; or denying leave because of opposing religious beliefs.

- Take responsibility to see that discrimination and sexual harassment are stopped without reprisal.



The Offending Person

- Stop the behavior immediately!
- If you feel you may have discriminated against or sexually harassed someone, take action.
- Apologize. Ask another person or supervisor for advice and accompany you to the recipient, or intervene on your behalf.
- Talk to the recipient and discuss how we can communicate more effectively.
- If a formal complaint has been filed, seek legal counsel or assistance to understand your rights.
- Avoid any appearance of reprisal whether direct or indirect.
- Seek help from an agency that can assist you in getting on track (e.g. Chaplain, Social Actions, Family Support).
- Take responsibility to see that discrimination and sexual harassment are stopped and that there is no reprisal.



The Friend or Co-Worker

- If you are approached by a friend or co-worker who feels he or she was discriminated against or sexually harassed, take action.
 - Encourage the recipient to approach the offending person directly or use other informal resolution methods.
 - Offer to accompany the recipient to the offending person, his or her chain of command or an agency to file a formal complaint.
 - If the situation is serious, encourage the recipient to seek help through Social Actions or the EEO counseling system.
 - Take responsibility to see that discrimination and sexual harassment are stopped and there is no reprisal.



The Supervisor

- If you observe or are approached about discrimination or sexual harassment, take action.
 - Advise the person who was offended, if civilian, of their right to seek help through the EEO process.
 - Advise the offending person to stop immediately. If the offender is your supervisor, report it to the next level or encourage the recipient to do the same.
 - Act promptly and take corrective action if you supervise the offending individual.

- Warn all parties immediately against behavior which may look like direct or indirect reprisal.
- Inform the chain of command.
- Take responsibility to see that discrimination and sexual harassment are stopped and that there is no reprisal.



The Agency

- If you work in an agency where individuals can file complaints and are approached by the recipient, offending person, friend or co-worker, take action.
 - Discuss the incident or problem with the person.
 - Determine if the issue is within agency purview.
 - Encourage resolution at the lowest level.
 - Conduct fact-finding if a formal complaint is filed or the employee seeks EEO counseling.
 - Coordinate findings with the legal office.
 - Determine if a violation occurred.
 - Conduct follow-up and check for reprisal.
 - Take responsibility to see that discrimination and sexual harassment are stopped and that there is no reprisal.



The Commander

- If you are the commander of the recipient, offending person or have observed discrimination or sexual harassment, take action.
 - Encourage resolution at the lowest level.
 - Brief the alleged offender of his or her rights.
 - Discuss behaviors that the recipient may perceive as direct or indirect reprisal. Talk about steps to report reprisal.
 - Recommend mediation if appropriate.
 - Solicit technical assistance from Social Actions or the chief EEO counselor.
 - Provide timely resolution and feedback to the recipient or alleged offender.
 - Enforce strong sanctions against violations.
 - Follow-up with all involved individuals.
 - Take responsibility to see that discrimination and sexual harassment are stopped and that there is no reprisal.



Solve the Problem

To help combat discrimination and sexual harassment in your work environment, never ignore the problem, speak up and seek help. There are two ways to go about this. You can attempt to resolve the problem either informally or formally without reprisal.

Informal Resolution

Speak with the offender. Approach the individual(s) in person. Give yourself time to collect your thoughts or cool

down. Stay focused on the behavior and its impact. Write down your thoughts before approaching the individual(s) involved. Use common courtesy and ensure your approach is not disrespectful.

EXAMPLE:

“You’re a good trainer but I can’t concentrate on the task with you rubbing my arm. It makes me feel uncomfortable.”

Keep records. Include each event, date, time, location, what happened, what was said, how you felt, and the names of any witnesses or others victimized by this person.

Write letters. You can write a letter to the offender. Include the following in your letter:

- A description of the unwelcome behavior
- Date(s) and time(s) the behavior occurred
- A clear message that you want the behavior to stop
- A warning that if behavior does not stop, you will take further action
- Your signature and date

Make a copy for your personal records and consider having someone witness the transfer of the letter.

Ask others. Ask another person to talk with the individuals involved, accompany you, or intervene on your behalf. Consider asking others if they have experienced similar treatment from the offender.

Go to chain of command. Go to your supervisor or others in your chain of command and ask for their assistance in

resolving the situation.

Generic approach. Perhaps your concern is that the individual needs to be educated or the unit's policy needs to be reemphasized. If so, ask for assistance from an agency such as Social Actions or the installation Chief EEO Counselor and attempt to resolve the issue without implicating anyone (example: a seminar on sexual harassment).

Consider mediation. Social Actions personnel and Chief EEO Counselors offer mediation as an option for resolution of some issues. Mediation is a process which is non-adversarial in nature. It is provided through the skills of a trained mediator. Its focus is the mutually satisfactory resolution of disputes. The parties involved arrive at what each of them agree is fair — or at least the best available resolution—through the mediation process. You may want to try this option prior to filing a formal complaint. If the method does not work, other options are available. Some people may use mediation if they are concerned about safeguarding the relationship; want to safeguard their privacy; believe they do not have enough evidence for a formal complaint; or simply want to try this option. Individuals can still pursue a formal complaint if they are not satisfied with the mediation process. Social Actions technicians and EEO counselors can explain the process and advise individuals on the feasibility of using this approach.

Seek EEO counseling. If you are a civilian employee and feel you have suffered discrimination you have the right to contact an EEO counselor for assistance. You must consult an EEO counselor before filing a formal complaint of discrimination or sexual harassment. The initial contact must be within

45 days of the incident alleged to be discriminatory. The counselor will complete pre-complaint counseling within 30 days and advise you of the outcome. If the counselor is not able to resolve the situation, you may file a formal complaint with the chief EEO counselor or local commander.

Formal Resolution

Discrimination and sexual harassment can have serious consequences for unit cohesion and teamwork. The Air Force's complaint process is designed to address concerns specifically related to discrimination based on race, color, national origin, religion, sex, age, and if civilian, handicapping condition. All Air Force personnel and their dependents have the right to thorough and expedient investigations of EO concerns when they perceive an injustice or incident of unfair treatment has occurred. If you feel uncomfortable with the informal process or are not able to resolve an issue at that level, a number of agencies are available to assist you.

The chain of command. We encourage you to use your chain of command first before seeking outside resolution. If the problem is within the chain or if you do not want to use this avenue, there are several base agencies that can assist.

Social Actions. Social Actions is part of the wing commander's staff. They are responsible for operating the installation's Equal Opportunity and Treatment Program. They are also the focal point for processing military discrimination complaints.

The Chief EEO Counselor. The chief EEO counselor is part of the wing commander's staff. The counselor is responsible for operating the installation's EEO complaint program. The chief EEO counselor is also the focal point for processing civilian allegations of discrimination and sexual harassment complaints.

The Inspector General (IG). The IG is the principal agency for receiving and investigating complaints about an installation's work environment and leadership. This agency conducts inquiries and investigations for violations of Air Force EOT policy. The IG is also the focal point for reporting any reprisals which may occur.

The Housing Referral Office (HRO). The HRO is responsible for monitoring and administering the installation's housing referral program. The HRO will receive and investigate complaints of discrimination in the rental or sale of off-base residences.

The Chaplain. He serves as advisor to the installation commander on all religious matters and provides guidance on religious practices, family and marital counseling, and other secular or non-secular services. The chaplain is the expert on issues concerning religious discrimination or accommodation.

The Staff Judge Advocate (SJA). The SJA is responsible to the Commander on all legal matters. He serves as an advisor in litigating criminal charges and prosecuting military personnel for criminal offenses. The SJA also reviews discrimination reports to determine if they require further investigation or if evidence supports a violation of AF EOT policy.

Reprisal

Each of us has a right to report sexual harassment or discrimination without fear of reprisal. Acts of reprisal against an individual should be reported immediately.

Reprisal occurs if someone threatens you or your career because you filed a complaint or discussed an issue with your chain of command or another agency. It could include negative performance ratings, letters of counseling or reprimand, non-recommendation for re-enlistment, etc.

Sometimes reprisal is difficult to recognize. It could include withholding training, denying opportunities to compete for awards and recognition, or job assignments designed to limit career progression. For example, “diluting” an individual’s performance report or not considering them for Civilian of the Quarter.

Some well-intended actions may be perceived as reprisal.

EXAMPLE:

An individual filing a complaint may be removed from the duty section to protect them from “hostility.” However, the individual may feel he or she is being punished for filing the complaint.

If a person knowingly files a false statement or tries to use the complaint system in retaliation against an individual he or she can be penalized. However, a complaint that is “not substantiated” does not automatically fall into that category.

Acts of reprisal are illegal. It not only affects the recipient, but can spread rapidly throughout the unit. Reprisal or retaliation against an individual for complaining destroys faith in unit leadership and can damage the human relations climate. Reprisal also jeopardizes unit effectiveness, morale and cohesion.

Leaders should clearly state opposition to reprisal of any type. Leaders must train subordinate leaders and continually address the negative consequences of reprisal actions and its impact on the environment. Leaders can cultivate a climate in which the resolution of complaints is accepted as part of mission accomplishment. Actions such as co-workers making jokes or comments, ostracizing recipients or alleged offenders, or posting anonymous notes on the bulletin boards impact the unit. Commanders and supervisors must observe behavior, actions and moods within the unit to be aware of and act quickly if reprisal (real or perceived) occurs. Leaders must also act quickly if “anonymous reprisals” happen within the unit.

Acts of reprisal or intimidation of any type are illegal and will not be tolerated.

Working Relationships

A goal of every Air Force leader is for human relations to have a positive meaning. It is to a leader's benefit to treat people fairly, with respect and dignity. This creates a conducive working environment where subordinates look forward to coming to work, learning, doing their job, and working side by side with their co-workers.

Effective human relations does not mean forsaking military standards, common courtesy, and discipline. Human relations translates to supervisors showing concern for people and acquiring knowledge about and respect for the background, values, goals, needs and skills of subordinates. Good leadership is willing to listen, respond, and demonstrate trust and confidence in each individual's ability to do the job. These leaders also treat individuals and groups with respect and dignity.

Supervisors must foster a work environment that is conducive to accomplishing the mission. Treating everyone with respect and dignity is absolutely essential to ensuring everyone is developing and working toward their full potential.

Barriers

Over the history of our nation we have seen how differences can create conflict and a hostile work environment. If not properly handled, conflict and other negative behaviors, based on actual or perceived differences, can be detrimental to

teamwork and unit cohesion. Pitfalls can occur that should be dealt with on the spot. The following examples are barriers to good human relations:

“I don’t want to talk about it.” Ignoring the issue of discrimination and sexual harassment won’t make it go away. Doing nothing about it can only increase the likelihood that your organization could be involved in legal disciplinary action. Increasingly, recipients who feel they have nowhere to turn within their organizations take their complaints to formal channels.

“It only happens to women.” Perhaps more often than you think, sexual harassment does affect men, as well as women. Studies show that the number of nontraditional sexual harassment complaints is increasing. Sexual harassment can also affect co-workers negatively. Everyone in your organization can be harmed by sexual harassment.

“Sex doesn’t belong in the workplace.” Many people confuse the issue of sexual harassment with sex or sexual attitudes and behavior. Sexual harassment isn’t about sex or healthy personal relationships. It is an expression of power by one individual over another that can be personally devastating to the recipient and others.

“We can’t even enjoy a good joke anymore.” Sexual harassment and racial jokes aren’t funny. It is no laughing matter when a person’s self-worth and job performance suffer because of inappropriate behavior. What may seem like harmless behavior to one person can be offensive to another. It is important to understand that this type of behavior can be a form of illegal discrimination.

“If they are in this country, they should speak clear English.” Some people react to accents negatively. They may even be rude when someone does not speak “proper” English. People have accents either because of ethnicity or the region of country they come from. English may also be their second language. Some people consider them to be less intelligent, less competent, and less trustworthy. Individuals deserve to be treated fairly in any situation.

Likewise, people make judgments about others based on the kinds of expressions they use because of where they’re from. Such expressions include “yonder,” “y’all,” or “sho’nuf.” Assumptions can also be made about “hip hop” language. The people who speak this way are sometimes thought to be uneducated, or less intelligent.

“We’re from different backgrounds; how can we communicate?” People have different experiences which account for many of the problems that occur when they try to interact cross-culturally or across genders. Cultural, racial, and gender differences affect our experiences. Our experiences or lack of them directly relate to our ability to communicate and be understood. Sharing experiences and opening the lines of communication can often bridge these gaps.



Respect

Respect is the key to combating discrimination and sexual harassment in the Air Force.

R Resolve conflicts immediately and at the lowest level.

E Explore options that will improve unit relationships.

S Sensitize yourself and your subordinates to the issues.

P Promote positive human relations.

E Eliminate unacceptable behaviors.

C Consider the needs of your organization.

T Take a stand against discrimination and sexual harassment.

Effective Communication

- Be open about differences. Don't ignore them. Share how your background has influenced you.

- Encourage questions about the things that make you different. For example, I'd like to learn about that holiday you celebrate. Will you tell me about it?

- Make a point to make friends with people different from you. Share any concerns.

For example, if a new friend has a disability, you might ask, "Does it help if I hold the door for you, or would you rather I not?"

- Don't make someone a spokesperson for his or her group. "So, what do Hispanics think about this?" Don't suggest the person is an exception, "You're not like other blacks I've met."

- Avoid telling racial or sexual jokes—even jokes about your own group. It encourages more of the same. Be careful with other kinds of humor such as the "friendly insult."

- Make your feelings known if someone says an unfair remark about a group.

- Emphasize common experiences that unify rather than differences that divide. Regardless of culture, race, gender, religion, and a host of other factors, people around the world share the need to communicate with others and engage in meaningful work.



Human Relations Evolution



- 1941 - World War II Tuskegee Airmen - 1st All Black Flying Unit
- 1948 - Executive Order (EO) 9981 - Integration of Armed Services
- 1963 - Fair Labor Standards Act Amended - Prohibited Discriminatory Wage Differentials Based on Sex
- 1964 - Civil Rights Act of 1964 (Titles II, III and IV)
- 1967 - EO 11375 Prohibits Discrimination Based on Sex
- 1969 - Human Goals Proclamation and EO 11478
- 1968- 74 - Racial disturbances in civilian sector and military installations: Travis, Chanute, USAFE PACAF, etc.
- 1972 - Public Law 92-261 - Equal Opportunity Act
- 1972 - Race Relations training for all DoD personnel
- 1975 - Public Law 90-130 lifted 2% restriction on women; Pregnancy policy rescinded; academies admit women
- 1982 - AF implements Sexual Harassment training
- 1991 - Civil Rights Act of 1991, Tailhook, Desert Storm
- 1992 - Air Force Review of Sexual Harassment Programs
- 1994 - Task Force on Discrimination and Sexual Harassment

Questions and Answers

Question: How do I protect myself from false charges of sexual harassment or discrimination?

Answer: First, do not have a reputation in your unit as someone who tells sexual or racial jokes, makes inappropriate comments/innuendoes, or is the toucher/hugger. Second, make sound job decisions based on objective criteria and clear professional standards. Third, document those decisions.

Question: What is third-party discrimination or sexual harassment?

Answer: It is harassment that occurs in your work environment that indirectly affects you. For example, two individuals are being considered for an award. One individual gets the award because of a sexual relationship with the selector, or they belong to the same racial group — not qualifications. The “third-party” (the person not selected) has been discriminated against.

Question: What are sexually suggestive visuals or objects?

Answer: If you wonder whether a visual or object could be sexually suggestive, take it home, it doesn't belong in the workplace. If you have or allow sexually suggestive visuals or objects in your workplace, recognize that they: create potential for a complaint; do not reflect a professional image; and contribute to creating an offensive, hostile, and intimidating work environment.

Question: If someone means no harm by “friendly” behavior and “harmless” joking, not intending to hurt any feelings, is he or she still guilty of sexual harassment or discrimination?

Answer: Probably yes. The determination of whether a behavior is sexually harassing is not necessarily based on how it is intended, but how it is received. The guidelines refer to “unwelcome” sexual advances and conduct, either verbal or physical, which have the effect of creating an intimidating, hostile or offensive work environment. If the actions are received this way, the behavior is considered harassment.

Question: We’ve got both men and women in our work group and we like to tell jokes and make comments. What if we get a new person who doesn’t like this behavior? Do we have to change because of one person?

Answer: Yes. If the workplace behavior is sexual and unwelcome, or if jokes are offensive to a co-worker, that behavior could be discrimination or sexual harassment.

Question: What’s the big deal about having sexually oriented pictures, cartoons, and calendars around work? They aren't wrong or bad, are they?

Answer: Sexually oriented visuals can be used as evidence in sexual harassment complaints. They can contribute toward creating an offensive, intimidating, and hostile work environment. These visuals portray males and females more as sexual objects than as professionals. They also reflect the attitude of the person displaying them.

Question: Can an individual be sexually harassed even if the behavior is not directed to him or her?

Answer: If unwanted sexually harassing behavior is occurring in your work environment, it is sexual harassment even if it is not directed toward you.

Question: When a person wears provocative clothing, isn't he or she asking for comments?

Answer: Regardless of what a person wears, another person does not have the right to sexually harass them. Each individual has the responsibility to dress appropriately for the job.

Definitions

Equal Opportunity and Treatment. The right of all persons to participate in and benefit from programs and activities for which they are qualified. These programs and activities shall be free from social, personal, or institutional barriers that prevent people from rising to as high a level of responsibility as possible. Persons shall be evaluated only on merit, fitness, and capability regardless of race, color, gender, national origin, age, or handicap except as prescribed by statute, or DoD/Service policy. (DoDD 1350.2, The Department of Defense Military Equal Opportunity and Treatment Policy; AFPD 36-27, Social Actions)

Equal Employment Opportunity Program. A program to ensure compliance with the law; to ensure EEO; and to eliminate discrimination in Air Force recruitment, selection, placement, awards recognition, and training based on race, color, religion, sex, national origin, handicapping condition, or age.

Discrimination. Any action that unlawfully or unjustly results in unequal treatment of persons or groups based on race, color, gender, national origin, religion, age, and, if civilian, handicapping conditions, for which distinctions are not supported by legal or rational considerations. (AFPD 36-27, Social Actions; AFI 36-1201, Discrimination Complaints)

Disparaging terms. Terms used to degrade or connote negative statements pertaining to race, color, gender, national origin, religion or age. These terms include insults, printed material, visual material, signs, symbols, posters, or insignia. The use of these terms constitutes unlawful discrimination.

Prejudice. A negative feeling or dislike based upon a faulty and inflexible generalization (i.e., prejudging a person or group without knowledge or facts).

Racism. Any attitude or action of a person or institutional structure which subordinates a person or group because of race.

Reprisal . Taking or threatening to take an unfavorable personnel action or withholding or threatening to withhold a favorable personnel action against an individual for attempting to communicate to a supervisor, commander, inspector general, member of congress, or any established grievance channel.

Sexism. Attitudes and beliefs that one gender is superior to another.

Sex discrimination. The action taken by an individual to deprive a person of a right because of their sex. Such discrimination can occur overtly, covertly, intentionally, or unintentionally.

Sexual harassment. A form of sex discrimination that involves unwelcomed sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of a person's job, pay or career, or
- Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person, or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive work environment.

The above definition emphasizes that workplace conduct, to be actionable as "abusive environment harassment, need not result in concrete psychological harm to the victim, but rather need only be so severe or pervasive that a reasonable person would perceive, and the victim does perceive, the work environment as hostile or abusive.

NOTE:

"Workplace" is an expansive term for military members and may include conduct on- or off- duty, 24 hours a day.

Any person in a supervisor or command position who uses or condones any form of sexual behavior to control, influence or affect the career, pay, or job of a military member or civilian employee is engaging in sexual harassment. Any military member or civilian employee who makes deliberate or repeated unwelcomed verbal comments, gestures, or physical contact of a sexual nature in the workplace is also engaging in sexual harassment.

Base Agencies

Please fill in the blanks with the appropriate phone numbers for your installation:

- Area Defense Counselor** _____
- Chaplain** _____
- Customer Service** _____
- Family Advocacy** _____
- Family Support Center** _____
- Housing Referral** _____
- Inspector General** _____
- Judge Advocate** _____
- Legal Assistance** _____
- Mental Health** _____
- Senior Enlisted Advisor** _____
- Social Actions** _____
- Chief EEO Counselor** _____

